# Relationships between Organizational Culture, Organizational Commitment, and Organizational Citizenship Behavior

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**ABSTRACT:** Organizations that are going to prosper and grow, particularly in the area of human resource management, must be able to recognize new opportunities in order to be ready for the future. The researcher is eager to look at the interactions between three important factors: organizational culture, organizational commitment, and organizational citizenship behavior, based on a survey of relevant literature. Organizational culture is the social glue that keeps workers united and fosters a feeling of community within the company. Previous research has shown that indicators of organizational success are significantly impacted by organizational commitment. An organization's efficacy can also be significantly increased by practicing organizational citizenship. Current study indicates that employees' organizational commitment is positively impacted by organizational culture. Furthermore, the results demonstrated that organizational culture has a discernible impact on organizational citizenship behavior. Based on the results of the aforementioned investigations, the researcher concludes that organizational commitment has a considerable impact on organizational citizenship behavior. The study's results, according to the researcher, should eventually provide light on significant variables affecting organizational development. The final result of this study is that the researcher presents a model of the relationship between three important human resource factors: organizational culture, organizational commitment, and organizational citizenship behavior, as a guideline for organizational administration and human resource management development in the future.

**KEYWORDS:** Organizational Culture, Organizational Commitment, Organizational Citizenship Behavior

## INTRODUCTION

Driving the country to grow and be able to compete on the world stage requires various organizations, both public and private. Organizations in the business sector in particular are considered to have a very important influence on the economic development of the country. All factors in the business environment are constantly changing. Organizations that will survive and grow must have the ability to recognize new opportunities in order to prepare for the future, especially in the area of human resource management of the organization. Every organization's success is largely dependent on its workforce's performance, as they go above and beyond what is required of them at work. Human resource planning and management is therefore very important and is considered a key factor for the success of any type of organization in today's environment. For business organizations Competitiveness is very important to winning in business competitions. Human resources or employees of an organization that have quality and can work with high efficiency are considered valuable resources and an important strategic factor for business competition. Therefore, organizational executives need to understand and plan the work that it is related to human resource management in order to create an environment that is ready to compete and create competitiveness for both employees and the organization, including creating the organization to support and promote. the country's growth as well. Executives worldwide must focus on human resource management services when managing their firms since they are regarded as a crucial component of successful organizational operations. Globally, a great deal of research has been done on the elements that are essential to the success of organizations. The success of an organization's goals is thought to be influenced by a variety of elements in the subject of human resource management. From reviewing relevant literature, the researcher is interested in studying the relationship between three important factors: organizational culture, organizational commitment, and organizational citizenship behavior. The researcher expects that the results of this research will ultimately create clarity on key variables that influence organizational development.

The objectives of the organization, its core beliefs, and its contacts with the outside world are all part of its organizational culture. Alternatively said, organizational culture can be defined as the social glue that binds workers together and fosters a feeling of community inside the company. The first crucial step in raising employee quality is identifying the fundamental sections of the

organization's culture through the establishment of policies and operating procedures. Studying organizational culture components is therefore thought to be crucial.

Research on organizational commitment is widely conducted worldwide and is regarded as one of the most significant elements. This is due to research showing that organizational commitment, in both corporate and government settings, significantly affects organizational performance indicators. A company's high employee commitment can be determined by looking at both financial and non-financial factors. As a result, key elements that encourage employees to commit to the company should be considered by management of the firm. Since fostering organizational commitment among staff members has a direct impact on staff members. The goal is to make workers happy at work and want to stay with the company for a long period. As a result, the rate of staff turnover is reduced. Furthermore, dedication to the organization has an impact on the organization itself. It also includes continuing to support employee growth within the company and lowering the cost of human resource management. Employee skills will increase as a result, and eventually the company will be able to grow more sustainably.

Organizational citizenship behavior (OCB) refers to employees' voluntarily taking on extra tasks and activities to make a difference. Any voluntary activity that a person performs but isn't expressly or openly acknowledged by the organization's official rewards program is referred to as organizational citizenship behavior. In addition, organizational citizenship behavior has the capacity to significantly improve organizational effectiveness. Consequently, research on this component is seen to be crucial.

The purpose of this study is to review the literature and research on the connections among organizational citizenship behavior, organizational commitment, and organizational culture. The findings of this study will offer a conceptual framework that can guide organizational management by concentrating on these crucial elements, or the findings of this study can be utilized to prepare for future, more in-depth research.

## ORGANIZATIONAL CULTURE

Setting policies and operating guidelines for the organization must determine the basic chapters of the organization's culture, which is the first important factor in developing the quality of employees. Organizational culture includes goals, values, and interactions with the organization's external environment. Or it can be said that Organizational culture is the social link that connects employees in an organization to each other and creates a sense of belonging within the organization. Organizational cultures can encompass everything from sophisticated workplace practices to well-established customs and norms. Any organization's culture is based on the philosophy it embraces, and both of these have an unconscious influence on how its people behave. In general terms, organizational culture is a social link that connects people in that society together and makes members of society feel part of a shared experience within the organization (Wambui & Gichanga, 2018). Organizational culture will It includes an organization's goals, values, and interactions with its external environment (Alvi, et al., 2014), and organizational culture is an important component of an organization's existence (Dwiverdi, Kaushik, & Luxmi, 2014; Wulandari, Mariatin, & Hadiyani, 2023) Organizational culture is the force that unites all employees of an organization and helps the organization define the roles and tasks of all employees that need to be performed to achieve organizational goals (Kayani, 2023). Organizations must strive to improve organizational communication. Including paying attention to employee complaints and needs so that employees feel satisfied and committed to doing better work. The culture of each organization is different from other organizations and it is difficult to change the organizational culture (Alvi, et al., 2014). Therefore, it can be concluded that Organizational culture is very important to an organization both in how the organization runs and in how it grows.

## ORGANIZATIONAL COMMITMENT

Organizational commitment refers to an employee's belief in the organization's goals and values. Desire to maintain membership of the organization and loyalty to the organization (Wambui & Gichanga, 2018). And organizational commitment is considered one of the factors related to employees' long-term commitment to stay with the organization (Kayani, 2023). The effectiveness of operations and the achievement of the organization's objectives are directly impacted by a person's commitment to the organization. Furthermore, there is little doubt that personnel within the firm are impacted by a dedication to the latter (Chayomchai, et al., 2023). Organizational commitment is one of the topics that is debated the most in the workplace today (Amran, et al., 2021). According to Allen and Meyer (1991), there are three primary components of organizational commitment: affective, continuing, and normative commitments (Alrowwad, et al., 2020). Also, Magdalena (2014) pointed out that organizational commitment is the psychological

attachment a person has to the organization, a measure of how much they have assimilated or absorbed its characteristics or points of view. According to Ruhana (2020) Employee commitment to the organization is shown in their attitude toward it, which is very important. According to research, employees who are committed to the organization are more likely to be devoted to it. One of the mechanisms that motivates employee loyalty within a business is organizational commitment. When an employee is loyal, they are delighted with their job and do everything in their power to make the organization successful (Alrowwad, et al., 2020). Conversely, in the event that staff members lack commitment to the company, a high number of resignations will follow, impacting both the expense of human resource management and the productivity of the workforce (Luz, et al., 2018). A higher level of employee involvement with the organization will result in better performance and the achievement of the goals set forth by the organization. Past studies indicate a clear relationship between organizational culture and organizational commitment. The level of organizational commitment can be significantly raised by designing a good organizational culture (Jigjiddorj, et al., 2021). Moreover, previous studies have shown that organizational commitment had a significant impact on organizational citizenship behavior (Ruhana, 2020). The current study found that Organizational commitment plays an important role in keeping employees engaged with the organization by enhancing their motivation and dedication which leads to increased organizational profits and overall growth of the organization (Kayani, 2023). Employees Workers with high organizational commitment will continue to work and stay with the organization for a long time. Such employees will not leave the organization (Wulandari, Mariatin, & Hadiyani, 2023), and employees with a high level of organizational commitment will work in a manner that is more adaptive to changing situations (Wambui & Gichanga, 2018)

## ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)

The voluntary efforts of employees to make a difference outside of their assigned activities and responsibilities are referred to as "organizational citizenship behavior" (Guven, 2018). Employee politeness is defined as behaviors that uphold peace and assist others in avoiding confrontations with one another (Boakye, et al., 2022). According to Magdalena (2014), organizational citizenship behavior refers to any voluntary action that a person takes but is not specifically or explicitly recognized by the organization's formal rewards program. By fostering cooperation and lowering conflict, OCB improves organizational performance and production (Al-madadha, Al-adwan, & Zakzouk, 2021). According to Boakye et al. (2022), firms cannot thrive if their personnel do not behave positively and as decent citizens. These types of behaviors are indicative of organizational citizenship behaviors: (1) altruism, which is defined as discretionary assistance given to coworkers or partners in matters pertaining to job tasks; (2) consciousness, which is defined as behavior that exceeds the minimal standard or expectation; (3) fair-play, which is defined as the willingness to put up with the annoyances and limitations associated with work without complaining; (4) courtesy, which is defined as behavior that helps prevent problems before they arise rather than providing assistance to someone who is already facing difficulties; and (5) civic virtue, which characterizes behavior involving involvement in organizational issues overall (Chayomchai, 2023). Incompatibility with coworkers is one of the factors contributing to low organizational citizenship employee conduct. A lack of communication among coworkers, other interests pursued during working hours, discontent with organizations and superiors, and poor organizational citizenship behavior (OCB) are additional indicators of low OCB in employees (Soelton, et al., 2020). According to Guven's (2018) research, a number of important factors, such as leadership qualities, competency, job happiness, and organizational commitment, have an impact on the creation and construction of organizational citizenship behavior. The researcher determined that three factors—organizational commitment, leadership, and job satisfaction—influence organizational citizenship behavior variables based on a study of prior research (Chayomchai, 2023). Consequently, the previous studies recommend that CEOs and businesses should focus on critical elements influencing the organizational citizenship behavior.
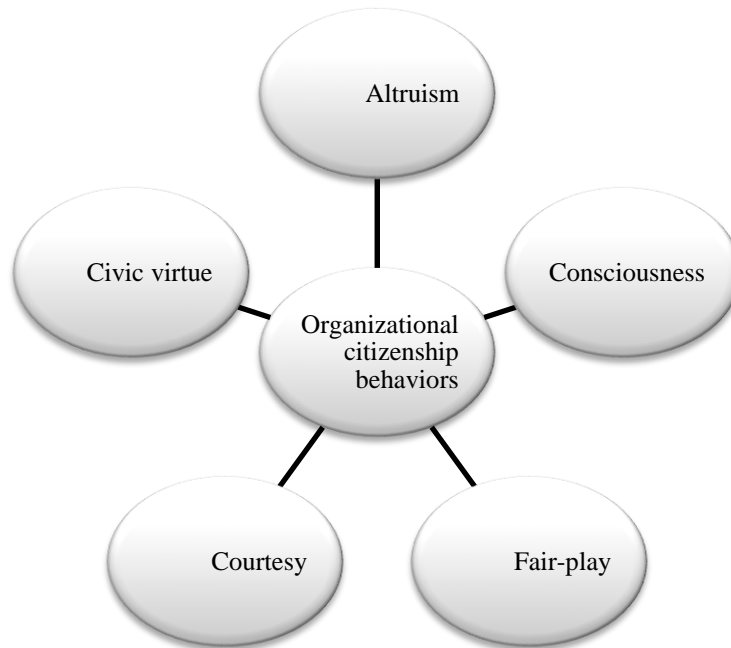
**Figure 1. Five aspects of organizational citizenship behaviors**
(**Source:** Adapted from Chayomchai, 2023)

## RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT

Many past studies have examined the influence of organizational culture on organizational commitment. A study by Jigjiddorj, et al. (2021) found a clear relationship between organizational culture and organizational commitment. This is consistent with the research of Wulandari, Mariatin, and Hadiyani (2023) who studied the tourism and hotel business and concluded that Organizational culture clearly influences employee engagement in an organization. It is also in line with research by Wambui and Gichanga (2018), which shows that creating a positive organizational culture can greatly increase the degree of organizational commitment. A study by Alvi, et al. (2014) found that organizational culture has a significant influence on employees' organizational commitment. This is consistent with the research of Pitaloka and Sofia (2014) who also found the same results, that the work environment, which is considered the psychological atmosphere or organizational culture, has a significant impact on organizational commitment. This is consistent with the study of Dwiverdi, Kaushik, and Luxmi (2014) who studied the Indian business sector, indicating that organizational culture has a clear impact on employee engagement. Moreover, Kayani's (2023) study looked at the organizational commitment of employees in the hotel industry in Pakistan. It was also pointed out that Organizational culture has a significant positive influence on employee engagement. Therefore, in summary, past studies have found a clear positive influence of organizational culture on the organizational commitment of employees in organizations.

## RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND OCB

From a review of the literature and past studies, it was found that many studies have studied the influence of organizational commitment on good corporate citizenship behavior. The study of Suwibawa, Agung, and Sapta (2018) showed that corporate culture significantly and favorably influenced organizational citizenship behavior. It is consistent with the study of Chidir, et al. (2020) who pointed out that organizational culture significantly affected organizational citizenship behavior. In addition, the study of Ameer (2017) found the relationship between organizational culture and organizational citizenship behavior in the financial sector. Moreover, the study of Setyorini, Manafe, and Nino (2022) revealed that organizational culture had a significant effect on organizational citizenship behavior in the academic industry. From the results of the aforementioned studies, the researcher concluded that organizational culture has a clear influence on organizational citizenship behavior.

## RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND OCB

Several past studies have tested the influence of organizational commitment on good corporate citizenship behavior. According to earlier research, organizational citizenship behavior was significantly impacted by organizational commitment (Ruhana, 2020). Strong correlations between organizational commitment and organizational citizenship behavior were found in Magdalena's (2014) empirical investigation. According to Guven's (2018) study, organizational commitment has an impact on how organizational citizenship behavior develops. This result is consistent with the study of Setyorini, Manafe, and Nino (2022) who found that organizational commitment significantly affected on organizational citizenship behavior in the academic industry. Moreover, the study of Shafazawana, et al. (2016) pointed out the positive correlation between organizational commitment and organizational citizenship behavior. Also, the study of Sayuti, Hazisma, and Pangaribuan (2019) found the positive effect of organizational commitment on organizational citizenship behavior in the civil servant respondents in Indonesia. From the results of the studies reviewed above, the researcher concludes that organizational commitment has a significant influence on organizational citizenship behavior.

## CONCLUSIONS

Reviewing the literature and research on the relationships between organizational commitment, organizational citizenship behavior, and organizational culture is the aim of this study. The study's findings will be utilized to create an academic model, which will look like Figure 2.
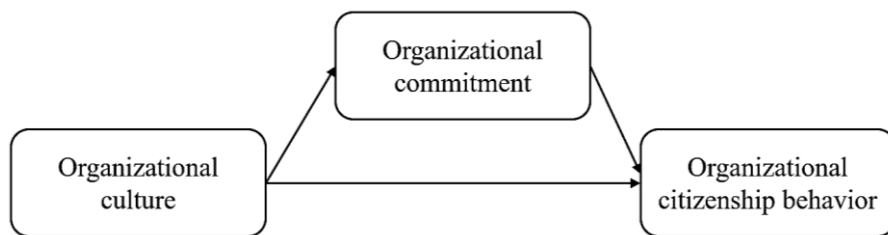


**Figure 2. The proposed model of Relationships**

In order to be prepared for the future, especially in the field of human resource management, organizations that are going to thrive and expand need to be able to identify new opportunities. Based on a review of pertinent literature, the researcher is keen to investigate the interplay of three critical elements: organizational culture, organizational commitment, and organizational citizenship behavior. The social glue that holds employees together and promotes a sense of community within the organizations known as organizational culture. The past studies have demonstrated that organizational commitment has a major impact on metrics of organizational performance. Organizational citizenship behavior also has the power to greatly increase the efficacy of an organization. According to the current research, corporate culture has a definite positive impact on workers' organizational commitment. Additionally, the outcome showed that organizational citizenship conduct is clearly influenced by organizational culture. The researcher draws the conclusion that organizational commitment significantly influences organizational citizenship behavior based on the findings of the studies mentioned above. The researcher anticipates that the findings of this study will eventually shed light on important factors influencing organizational development.

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